Civil Service Commission

1982/1983 Annual Report

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ONTARIO

CIVIL SERVICE COMMISSION 1982/83

ANNUAL REPORT

June 1983

Ontario

Office of the
Chairman

The Management
Board of
Cabinet

Frost Building
Queen's Park
Toronto Ontario
416/965-6795

March 31, 1983

His Honour,
The Lieutenant Governor of
the Province of Ontario

May it please your Honour:

The undersigned respectfully presents the Annual Report of the Civil Service Commission of Ontario for the period ended March 31, 1983.

George R. McCague

George R. McCague
Chairman
Management Board of Cabinet

Ontario

Office of the Chairman

Civil Service Commission

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Queen's Park
Toronto, Ontario
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March 31, 1983

The Honourable George R. McCague
Chairman
Management Board of Cabinet

Dear Mr. Minister:

I am pleased to forward to you for your consideration, the Annual Report of the Civil Service Commission for the Fiscal Year ended March 31, 1983.

G. H. Waldrum
Chairman
Civil Service Commission

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DIRECTORY

Minister to whom the Commission reports	The Honourable George R. McCague Chairman The Management Board of Cabinet

Civil Service Commission

Chairman and Deputy Minister of the Civil Service Commission Staff	Mr. G. H. Waldrum
Commissioners	Mrs. E. M. McLellan Deputy Provincial Secretary for Social Development
	Mr. D. Sinclair Deputy Provincial Secretary for Justice
	Mrs. A. M. Kemp (until October 19, 1982)
	Miss L. K. Shaddy Manager, External Affairs Public Affairs Department Toronto Dominion Bank (from November 17, 1982)
	T. E. Armstrong, Esq., Q.C. Deputy Minister of Labour
	Mr. R. D. Carman Secretary, Management Board of Cabinet
	Mr. H. Gilbert Deputy Minister of Transportation & Communications
Secretary	Mr. R. A. Whitelaw

Civil Service Commission Executive Staff

Executive Director Compensation Division	Mr. J. A. Jackson
Executive Director Staff Relations Division	Mr. J. R. Scott

Director Pay Policy Branch	Mr. K. W. Skelton
Director Classification Branch	Mr. H. D. Burt
Director Benefits Policy Branch	Miss E. Aboud
Director Recruitment Branch	Mr. L. M. Tobias
Director Staff Development Branch	Mr. T. A. Dawes
Executive Secretary Senior Appointments and Compensation	Mr. J. B. Hansen
Director Personnel Audit Branch	Mr. P. G. Schwindt
Director Administrative Services	Mrs. N. Hoult Mr. V. A. Bailey (Acting Director to September, 1982)

Public Service Appeal Boards

Chairman Public Service Grievance Board	Professor C. G. Simmons
Chairman Classification Rating Committee	Professor C. G. Simmons
Chairman Ontario Public Service Labour Relations Tribunal	O. B. Shime, Esq., Q.C.
Chairman Grievance Settlement Board	Mr. J. F. W. Weatherill
Secretary, Appeal Boards and Registrar, Tribunals	Mr. H. F. Goss

INTRODUCTION

Each year, the Ontario Civil Service Commission is required by the Public Service Act to present, through the Minister to the Lieutenant Governor in Council, a report on the performance of its duties during the preceding year.

As a result of rapidly changing needs in society, the Commission has had an active year in dealing with personnel matters of the Ontario Government. This Annual Report outlines the approach the Commission has taken in meeting these needs during the past year, and highlights the activities of the Commission for the twelve months April 1982 to March 1983.

The purpose of the Civil Service Commission and its staff is to provide corporate personnel policies, programs, and services which, in conjunction with effective leadership and management throughout the Ontario Public Service, will result in a proficient work force committed to the implementation of government policies and programs. In addition, the Commission has the responsibility for administering the Public Service Act.

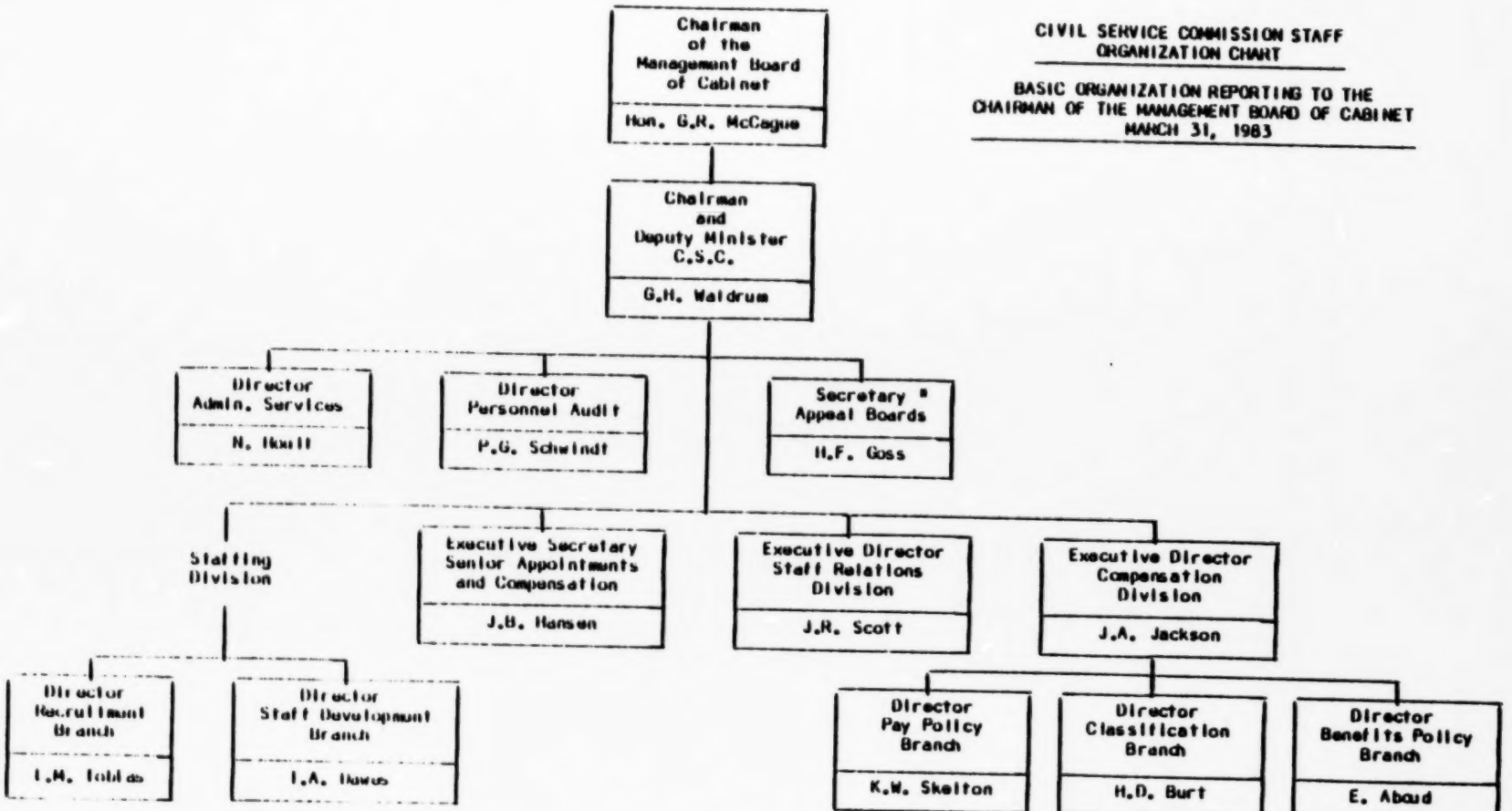
Every year the Commission deals with the management of ongoing and new issues in the personnel area. Examples include executive development, manpower planning, performance appraisal, and the surplus policy.

This report contains comments on the new initiatives and a summary of the ongoing major programs of the divisions and branches of the Civil Service Commission.

G. H. Waldrum
Chairman
Ontario Civil Service Commission

CIVIL SERVICE COMMISSION STAFF ORGANIZATION CHART

BASIC ORGANIZATION REPORTING TO THE CHAIRMAN OF THE MANAGEMENT BOARD OF CABINET
MARCH 31, 1983



* Appeal Boards transferred to the Ministry of Labour, April 1, 1983

COMPENSATION DIVISION

The Compensation Division is responsible for the application and administration of the government's compensation policy for approximately 70,000 employees. The compensation policy of the government is to provide salaries, benefits and other terms of employment which will attract and retain competent employees to carry out the programs of the government. The Compensation Division includes three branches, Pay Policy Branch, Classification Branch, and Benefits Policy Branch and the Special Compensation and Training Section.

PAY POLICY BRANCH

The overall responsibility of the Pay Policy Branch is the development and publication of all pay structures, systems, and policies used by the Ontario Public Service.

To this end, the branch reviews annually the salary ranges of classes excluded from the bargaining unit and recommends, through the Management Board of Cabinet, salary revisions which allow the provincial government to continue to attract and retain the qualified staff it needs to run its programs. The branch also assists the Staff Relations Division in setting bargaining objectives for salary negotiations with the Ontario Public Service Employees' Union and provides advice as requested by the division in negotiations on working conditions.

The branch develops the regulations, policies, and procedures required in administering pay transactions, special compensation systems, and premium pay to ensure equitable and consistent treatment for provincial government employees. It also provides interpretation and advice on the application of pay policies to personnel practitioners in ministries.

HIGHLIGHTS OF 1982-83

Management Salary Revisions - April 1982

Management Compensation Plan and Excluded Classes

Cost	$32,203,212
No. Employees Covered	11,957

Medical Classes

Cost	$ 1,288,051
No. Employees Covered	256

BENEFITS POLICY BRANCH

This branch has two distinct areas of responsibility:

- development of policy on benefits for public servants; and
- coordination of public sector pension plan issues for the Management Board.

Within the framework of financial constraints and collective bargaining, the branch is responsible for policies and programs relating to benefits for public servants which include: vacations, holidays, sick leave, severance pay, life and disability insurance, hospital, drug and dental insurance and pensions. In addition, the branch develops service-wide policies on attendance improvement, monitors experience, and provides training aids.

The branch also coordinates issues relating to employee pension plans in the Ontario public sector for Management Board. It is responsible for: early identification of problems, a consistent approach to problem resolution, and the development of more effective cost control procedures.

A brief overview of the Attendance Improvement Program follows.

ATTENDANCE IMPROVEMENT PROGRAM

Absenteeism has, in recent years, been the subject of much research because it provides one of the very few quantifiable measures of organizational health and managerial effectiveness in service organizations.

Results of research into causes of absenteeism in North America clearly indicate that the degree of disability experienced by an employee who is sick is affected by non-medical factors such as personal problems, working conditions, and relationships with supervisors and co-workers. This is especially true of short absences of one to two days.

While no researcher has as yet been able to determine the degree of absence due to serious illness as opposed to other problems, there is a growing conviction that much of the short-term absence can be controlled by giving greater attention to the relevant factors and to the training of supervisors in the management of people.

Program Highlights

The Civil Service Commission has established a comprehensive system of absence data collection, analysis and reporting. This information is made available to supervisors at various levels in the public service.

The Commission is responsible for the development of service-wide policies, monitoring of experience and provision of training aids to ministries.

In the last year, some ministries have incorporated the Attendance Improvement Training Package into their overall training program for supervisors. One ministry in particular has offered the package to its bargaining unit staff and has had good response. The average days' absence per employee in most ministries show a declining trend.

The statistics quoted below show that, on a service-wide basis, the program is having a positive impact.

Public Service Statistics

A review of the reports for the last year indicates that there has been a steady improvement in service-wide absence. For the 12-month periods ending December 1980 to December 1982, the figures are:

12 Months Ending	Average Absences Days	Absences as % of Time
December 1980	10.81	4.59
December 1981	10.22	4.37
December 1982	10.08	4.31

Comparisons with Private Sector

Results of surveys carried out by the Ministry of Labour, private researchers, and the Civil Service Commission indicate that few employers maintain and analyze absence records. The Ministry of Labour survey of 1,600 Ontario firms shows that only 17% keep absence data.

It is not possible, therefore, at this time to make any meaningful comparisons of absence statistics of the Ontario public sector with the private sector.

CLASSIFICATION BRANCH

The Classification Branch has an overall responsibility for classification for all non-executive positions in the OPS. This involves the development and maintenance of classification and position administration systems as well as responsibility for classifying key jobs; these programs are intended to ensure that a cost effective and equitable classification system is available for service-wide use.

In operational terms, this results in emphasis by the branch on:

- development and maintenance of policies and procedures governing service-wide application and administration of the classification system;

- development and maintenance of classification standards. These are evaluation standards designed to permit measurement of the relative worth of positions within defined job families;

- development of review mechanisms and measures designed to inform senior management in government about:

  - the degree of service-wide conformity to published policy;

  - the effects of service-wide administrative decisions with respect to classification on costs and cost trends;

- classification of designated positions, including key positions within the Management Compensation Plan. This limited control is designed to facilitate maintenance of service-wide consistency in classification decision-making;

- preparation of policy/position papers on current issues and methodological problems.

While the Civil Service Commission has delegated most classification decision-making authority to line ministries, ongoing monitoring of ministry trends is designed to test the acceptability of ministry decision-making. For example, during 1982/3, the branch assigned classification specialists the task of reviewing a statistically selected sample of ministry decisions. This review produced only a 2.6% variance; given the judgemental nature of the classification process, this degree of consistency is particularly noteworthy.

CLASSIFICATION HIGHLIGHTS

- A program has been initiated to maintain the viability of the recently developed Management Compensation Plan on a current basis. Elements of the program include: a service-wide review of current issues associated with the new standards and initial experimentation with a mechanism for testing the relative strength of jobs in different occupational groups.

- Major bargaining unit reviews continued, primarily in the Office and Clerical Services Category and the Social Work and Institutional classes area. In addition, a variety of small scale but essential reviews have been either initiated or completed. Current reviews cover 164 classes with an approximate population of 29,000; a number of these major reviews are nearing completion.

- A service-wide priority setting exercise has been initiated to identify forthcoming reviews of bargaining unit classification standards. As current projects are completed, new priority reviews will begin. Preliminary studies of issues related to certain classes in the Surveying and Resources Support Groups have begun.

- A computerized monitoring program provides the Commission and ministries with reliable information on position administration and classification, thereby assisting ministries in meeting their delegated classification requirements. The information we currently provide, or plan to provide in the future, enables ministries and the Commission to set priorities and gauge their response to position administration and classification trends that they perceive to be undesirable.

The Commission had four systems in place and reported regularly to ministries and formally in an annual report on:

- Age of Position Specifications
- Extent of Retroactive Classification
- Document Processing Reliability
- Changes in Classification Levels

Plans are to expand the monitoring program into other areas relevant to ministries and the Commission.

. The service-wide classification review, a statistically reliable test of the quality of classification decisions throughout the service, was expanded to include test reviews of selected ministries and of specific occupational groups. Results indicated a minimal and most acceptable level of variance throughout.

. Overall, the information provided by the branch's computerized monitoring systems and the classification review indicates that delegated classification and position administration is being carried out in a responsible manner both by individual ministries and service-wide generally.

SPECIAL COMPENSATION AND TRAINING SECTION

The section combines two separate areas of responsibility for special compensation, and training and communications.

Special compensation provides advice and consultation on the utilization and application of current and emergent technologies in the field of compensation; an advisory service on compensation issues which have cross-divisional/service implications or are required by specialized groups both within and outside the government; divisional response to Management Board on ministry, agency, board and commission submissions which have compensation implications.

Training and communication provides training for the personnel community and line managers in the area of compensation and communication of compensation systems to all employees of the Ontario Public Service.

COMPENSATION TRAINING PACKAGES FOR LINE MANAGERS

The second module of the corporate compensation training program, "Job Description Writing for Line Managers - Bargaining Unit" was marketed. This one-day workshop was designed to prepare line managers to write job descriptions for bargaining unit positions in their organization. Pilot workshops for managers and Train the Trainer sessions for personnel administrators were offered in the summer and early fall of 1982.

STATISTICS - JOB DESCRIPTION WRITING FOR LINE MANAGERS - BARGAINING UNIT

Number of Ministries Participating in Workshops	-	21
Number of Pilot Manager's Workshops	-	5
Number of Participants	-	75
Number of Train the Trainer Sessions	-	6
Number of Participants	-	107

The third module in the program, "Job Description Writing for Line Managers - Management Compensation Plan" has recently been completed. This is also a one-day workshop designed to prepare line managers to write position descriptions for Management Compensation Plan jobs in their organization. Pilot Workshops for managers and Train the Trainer sessions for personnel administrators will be offered in the 1983/84 fiscal year.

COMPENSATION TRAINING PROGRAM FOR PERSONNEL OFFICERS

The program provides compensation training to personnel officers throughout the Ontario Public Service.

STATISTICS - 1982 - 1983

Number of personnel officers trained this fiscal year	-	70
Number of courses given this fiscal year	-	5
Total number trained since program started in 1975	-	1,487

STAFF RELATIONS DIVISION

The Staff Relations Division is responsible for the development and maintenance of policies governing relations between the employer and bargaining agents representing employees in the Ontario Public Service. On behalf of Management Board of Cabinet, the division negotiates agreements covering terms and conditions of employment and represents the Board with respect to employee relations issues arising during the term of these agreements. It provides advice, guidance and direct assistance as required to ministry management in the processing of grievances and the handling of ministry employee relations matters. It acts in an advisory capacity to agencies, boards and commissions covered by the Crown Employees Collective Bargaining Act with respect to their collective bargaining and labour relations activities. The division also coordinates employer appearances before the Ontario Public Service Labour Relations Tribunal, the Ontario Crown Employees Grievance Settlement Board, the Public Service Grievance Board, and the Classification Rating Committee. Under the Ontario Public Service Act the division negotiates collective agreements covering wages, working conditions and employee benefits for non-commissioned ranks of the Ontario Provincial Police. The division is also responsible for the collection, analysis and maintenance of data on external rates of pay, conditions of employment and related matters required in support of collective bargaining and pay determination activities.

The division, with a complement of sixteen staff, consists of two sections - Staff Relations and Pay Research. Activities during the year included:

- The negotiation of wage rates for 1983 with the Ontario Public Service Employees Union, within the context of the Inflation Restraint Act. The agreements extended under the terms of the Act were effective from January 1, 1983, and covered employees in all bargaining unit categories. These are: the Administrative, Clerical, Correctional, General Operational, Institutional Care, Maintenance, Office, Scientific and Professional, Technical and Law Enforcement Instructors Ontario Police College categories. Increases to salaries and benefits totalled 5%, the maximum permissible under the Inflation Restraint Act.

- The preparation and presentation of briefs to boards of arbitration regarding wage rates for employees in classifications in the Correctional Services Category and the Technical Services Category for the period January 1, 1982 to December 31, 1982. An arbitration award was issued in May 1982 for Technical Services Category and in July 1982 for Correctional Services Category.

- The preparation and presentation of briefs to a board of arbitration and the Ontario Public Service Labour Relations Tribunal concerning working conditions and employee benefits for some 52,100 bargaining unit employees represented by the Ontario Public Service Employees Union. An interim decision was issued by the Board of Arbitration on July 28, 1982, with a final award issued February 28, 1983. On December 17, 1982, the parties signed a renewal agreement for the period January 1, 1982 to December 31, 1983.

- The negotiation of salary increases for 1983 with the Ontario Provincial Police Association. The contract which expired on December 31, 1982 was extended to December 31, 1983 in accordance with the provisions of the Inflation Restraint Act, with the permissible 5% increase to salaries. No other changes were made to the compensation plan.

- The continuing review of new and revised positions with respect to exclusion from and inclusion in the bargaining unit in accordance with the criteria outlined in the Crown Employees Collective Bargaining Act.

- The coordination of grievance hearings before the Grievance Settlement Board and the expediting of grievance cases prior to formal board hearings.

- The provision of advice to other divisions and branches in the Civil Service Commission and the Management Board Secretariat with respect to employee relations implications of new and/or revised personnel policies and procedures.

- The training and instruction of line managers and personnel practitioners in labour relations matters at conferences, seminars, and workshops.

- The provision of advice and guidance to ministries, agencies, boards and commissions on the interpretation and administration of collective agreements, the negotiation of agreements, and the application of labour relations legislation.

- The carrying out of market surveys and studies to obtain data on occupational rates of pay and related compensation policies and practices.

- The preparation of reports on comparative market data and other information required for scheduled negotiations and compensation reviews and the provision of support services during and following collective bargaining negotiations.

- The exchange of compensation information with other public and private sector employers in the province, the federal government and the other provincial governments.

- The preparation and dissemination of statistics and other information on OPS compensation and collective bargaining activities.

SENIOR APPOINTMENTS AND COMPENSATION

EXECUTIVE EDUCATION

An expansion and enrichment of the executive education program was undertaken following advice from a committee of line ministry executives.

The committee reconfirmed a need for earlier identification of individuals with executive potential and more systematic corporate development of that potential. As a step in that direction, a program of corporate management development courses aimed primarily at individuals who have not yet achieved executive status but also open to executives who wish to keep abreast of developments in the management field, was instituted in cooperation with Staff Development Branch.

At the executive level, the committee saw an urgent need to familiarize executives with the potential and risks involved in the burgeoning use of computers as management tools. A two-day seminar on the topic, sponsored in conjunction with Management Board Secretariat, was attended by more than 100 executives. A follow-up seminar is being planned.

In response to another of the committee's concerns, a conference on common goals for elected officials and civil servants was designed and will be presented in the summer of 1983. Initial steps were also taken to institute a corporate orientation program and revise the content of the Program Executive Seminar.

A senior civil servant was seconded to the University of Toronto under an exchange agreement worked out with the Department of Political Science which will see a regular exchange of executives and teaching faculty for the purpose of creating greater mutual understanding.

EXECUTIVE CLASSIFICATION

The first comprehensive report on the service-wide implementation and utilization of the Executive Compensation Plan job evaluation system was compiled during the year. The system has been in process of implementation for the last two years. The report focuses on class standards usage and executive classification activity across the service.

EXECUTIVE STAFFING AND DEVELOPMENT

Of 295 assignments made to executive positions during the year, 62 in the form of secondments, special assignments, and career rotations, were for developmental purposes.

The Commission's capacity to identify and effect developmental moves that will advance the careers of promising individuals and increase their value to the Public Service was heightened by the introduction of an executive skills profile in conjunction with an inventory up-date. The profile identifies 15 skills that are present to some degree in all executive positions. They can be demonstrated and developed. The profile will be used:

- as a supplement to the overall corporate assessments of potential made by the deputy minister and maintained by the Office of Senior Appointments and Compensation;
- as a tool in identifying potential candidates for executive positions, matching individuals against position requirements;
- as a needs indicator for planning educational and training opportunities.

It will give sharper focus to the executive staffing and manpower planning and development functions.

RECRUITMENT BRANCH

The branch goal is to provide staffing policies and services which are consistent with goals of the Commission and which enable and require ministries to fill positions with people who are qualified and competent.

To achieve this goal, the branch is organized into three sections:

a) The Policy Section develops and monitors the application of staffing policies. Advice, interpretations and assistance are provided to ministries which conduct their own recruitment and selection activities under delegated authority. The section also coordinates the placement of surplus staff. Monitoring of staffing activities in ministries provides information for decision-making at the ministry and corporate levels. Special policy-related projects are undertaken to improve and streamline the staffing process and to resolve associated problems.

b) The Staffing Training Section provides technical and skill-building instruction to personnel administrators and program managers in the staffing process and its application. Training workshops, designed to meet their unique requirements, are provided for ministry staff. Where the staffing process is well understood and properly applied, the requirement for direct control over staffing transactions is minimized.

c) The Staffing Section provides direct staffing services to ministries and to the public. The section operates the government's cost recoverable temporary help service. This assists ministries during periods of short-term workload growth, temporary absence of staff, or temporary or experimental programs. The section also provides a recruitment information service for the public seeking permanent employment in the Ontario Public Service and serves as a focal point for general information on Employment Services available throughout various ministries in the public service. It also assists ministries in filling permanent entry-level vacancies by maintaining an inventory of competent and job-ready candidates. A special program of assistance in placing handicapped persons is administered.

The section provides testing services for clerical, typing and stenographic skills, in both French and English.

Special assistance is provided to Metropolitan Toronto high school business education students to obtain a work experience in various ministries; this familiarizes the students with employment in a business environment. In addition, staffing officers represent the Ontario Public Service at the various Career Opportunities presentations sponsored by high schools throughout the province.

ACTIVITY HIGHLIGHTS OF 1982/83

Policy Section

In the Policy Section, the development of a staffing monitoring system base, and the placement of surplus staff required major resource commitments. Because of the large numbers of surplus employees involved (approximately 900 notices of release had been issued as of January 1, 1983), the Policy Section had to re-centralize the administration of the program. At present, approximately 80% of all employees declared surplus have found alternative employment in the OPS. During the year, steps were taken to define the direction and content of staffing monitoring and it is anticipated that the first segments of a monitoring program will be in place during the next fiscal year.

Training Section

A new videotape was added to the staffing training program. This videotape demonstrated effective interview skills and techniques.

Staffing Section

During the fiscal year ending in 1983, the special initiatives undertaken in the International Year of Disabled Persons in 1981 were continued in order to heighten awareness of employment possibilities for disabled people in the public service.

The special series of seminars which commenced in 1981 was continued into 1982/83 to familiarize ministry personnel with the conditions which limit employment opportunities for disabled persons including hiring practices, attitudes, architectural barriers, and lack of technical aids.

A special supplement on employment programs and services for handicapped persons was published in Topical together with narratives of experiences of specific handicapped employees.

A total of 204 ministry placements of disabled persons was coordinated through the Recruitment Branch. In addition, 94 persons participated in temporary work programs in ministries for periods varying from four to twelve weeks to assess and prepare them for regular employment. By the end of 1982, 30 of the participants in the temporary work program had already found gainful employment. Twenty-one were seeking employment and the remainder were undergoing further rehabilitation.

STAFF DEVELOPMENT BRANCH

STAFF DEVELOPMENT SERVICES

Staff Development Services section continued to modify course offerings this past year. The modifications were based on an evaluative survey conducted with past course participants and their managers from all ministries. Significant changes have been initiated to control costs and to ensure that courses operate in the minimum effective time. Our internal staff development consultants have been used increasingly by ministries to present courses within work groups as a way of reducing costs. More courses have been offered regionally and this initiative will be continued in succeeding years.

Corporately funded executive training was offered this year for the first time. Staff Development Services coordinated this initiative on behalf of the Office of Senior Appointments. The eight courses offered were oversubscribed.

Organizational consulting continues to be an important service of the section. This usually involves section staff working with ministry managers to improve the effectiveness of work units through such processes as group problem solving, team building, management coaching, and goal setting. This involved 95 days in 1982/83.

Courses Presented	180		
Course Days	645		
Participants	3,607	Male 1,676	Female 1,931
Participant Days	13,026		
Consulting Days	95		

COURSES PRESENTED IN 1982/83

Management/Supervisory Skills

- Management Workshop
- The Positive Power and Influence Program
- Performance Appraisal Workshop

- Situational Leadership
- Planning and Control in the Government Environment
- Effective Negotiation Skills
- Performance Improvement
- Women in Management
- Time Management
- Managing Conflict
- Basic Fundamentals of Supervision
- Kepner-Tregoe (Problem-Solving and Decision-Making)
- Creative Problem Solving Workshop
- Patterns of Rapport and Collaboration
- Conducting Effective Meetings and Working with Groups
- Consulting Skills Workshop
- Project/Task Force Management
- The Human Factor in Organizations
- The Office of the Future
- Marketing in a Government Environment

Special Support Staff Courses

- Support Staff Workshop
- Preparing Yourself for the Office of the Future
- The Effective Secretary
- Word Processing Equipment Operators

Communicating with Others

- Interpersonal Communication
- Dealing with the Public
- Advanced Workshop in Interpersonal Skills
- Presentation Skills Workshop
- Essentials of Writing
- Report Writing

Financial/Accounting Programs

- Fundamentals of Government Accounting I
- Fundamentals of Government Accounting II
- Accounting for Non-Financial Managers

Courses with a Personal Focus

- Assertiveness Training
- Transactional Analysis in the Work Setting
- Managing Stress
- Turning Off Stress
- Pre-retirement Planning
- Career/Life Planning

Purchasing/Contract Administration

- Purchasing Officers' Course (Module I)
- Purchasing Officers' Course (Module II)
- Construction/Contract Administration

Computer Technology

- Introduction to Computer Technology for Managers
- Working with Computerization
- Introduction to EDP Systems for Auditors

PLANNING AND NEW PROGRAMS

The Planning and New Programs section is the focal point for the provision of improved approaches to work force planning and management. Projects, programs and policies are developed to improve service-wide work force planning and to enhance organization performance, employee job satisfaction and employee-manager relations.

(a) Work Force Planning

Continued development of occupational group scanning methods took place dealing with such matters as potential retirements, turnover and career progression. Seven occupational groups were scanned from the period 1975-1983, and included the Personnel Administration, Financial Administration, Systems Services, Communications, Purchasing and Supply, Economics and Statistics, and Program Analysis groups. The reports were presented to group councils where the latter were available. Work is proceeding to test the feasibility of computerizing the scanning process.

A key area of concentration during the year was the development of an effective and visible corporate work force planning strategy. Occupational analysis is a major element in the strategy and this process was carried out with the internal audit group. The data gathered was used to complete a service-wide training needs analysis and the project will culminate with a training curriculum and a corporate training plan for internal auditors. The data will also be used as a basis for the development of career paths and the resolution of classification issues. As well, an analysis of three key occupations in the Systems area was done.

An occupational analysis of the middle management group was begun. This pilot project involves a number of ministries and is scheduled for completion by the fall of 1983.

The Commission's strategy is to work with individual ministry work force planning staff in order to teach the occupational analysis process, then aggregate the information furnished by each ministry and establish a central data bank from which decisions can be made about government training and development needs, inter and intra occupational group career paths and the supply and demand for various skills. The Commission will coordinate the analysis of service-wide occupational groups. The information will also be used for career counselling purposes.

(b) Performance Appraisal

Planning and New Programs, having developed the corporate performance appraisal policy in consultation with ministries and reviewed its implementation progress, continued to provide consultative assistance to ministries in the development and enhancement of performance management practices.

(c) Management Standards Booklets

Two Management Standards booklets in the field of human resources management were initiated in January 1982, namely, Human Resource Planning and Performance Management. Planning and New Programs staff worked closely with the Management Board Secretariat to see both of these booklets through to publication during the year.

(d) Quality of Working Life

Since the joint signing with OPSEU of the Statement of Purpose and Shelter Agreement in 1981, QWL information and exploration sessions have been given by Commission staff, by the Union, and jointly with the Ontario Quality of Working Life Centre. Several potential sites have been explored of which one, the Oakridge Unit at the Mental Health Centre, Penetanguishene, has been official for the last year. Another site in the Ministry of Consumer and Commercial Relations is initiating a QWL approach to work redesign.

(e) Summary of Staff Development in the Ontario Public Service (1979/80 and 1980/81)

The Summary of Staff Development in the Ontario Public Service represents the first comprehensive survey of staff development activity within the government. It was developed jointly by Planning and New Programs and the Women Crown Employees Office and distributed to all deputy ministers and personnel directors.

(f) Personal Harassment Policy

Developed as a result of the paper on Corporate Issues Affecting the Affirmative Action Program, this policy is focussed on:

1. The promotion of a work environment which is free of personal harassment which enhances the dignity and self-esteem of each employee.
2. The prevention of personal harassment, through awareness of the matter, rather than through fear of disciplinary action.
3. The provision of procedural guidelines to be followed in the resolution of personal harassment cases.

(g) Management Dialogue

The Planning and New Programs section cooperated with staff of the Management Standards Project jointly to coordinate a series of Toronto based seminars called "Management Dialogue: People, Process and Results".

(h) Consultation

During the year, the unit continued to provide consultation and assistance on policy interpretation and application to ministries, agencies, other provinces, and the private sector regarding performance appraisal, staff development policies, work force planning, quality of working life, employee orientation, and other human resource management initiatives.

CAREER COUNSELLING

The Career Counselling Program, begun in July, 1976, is available to employees who wish to have help in planning their career paths within the Ontario Civil Service. Counselling is done in confidence and on a one-to-one basis. While the majority of the counselling sessions take place in Toronto, a considerable number also take place in the various regions of the Province. In 1982, over 500 counselling sessions were held in Kingston, London, Windsor, Thunder Bay, Ottawa, and Toronto. Talks on planning a career path are also given to groups of employees or at seminars on request. The Career Counselling Program was also involved in setting up a career development Employee Exchange Program with the State of Western Australia in 1982.

EMPLOYEE ASSISTANCE PROGRAM

In December, 1981, the Civil Service Commission and the Ontario Public Service Employees' Union set up a joint management/union Employee Assistance Program. In 1982, Kingston, Cobourg, Toronto, and Guelph were identified as sites for developing the program which includes testing and training at each site. The Addiction Research Foundation of Ontario contributed the services of a professional consultant in 1982 to aid in the establishment and evaluation of the programs at the four test sites.

FRENCH LANGUAGE SERVICES

This section provides French language training to public servants, coordinates exchanges with Quebec and liaises with ministries on matters of personnel policy related to the provision of services in French.

In addition to regular day and evening classes held in Toronto, the program offers private tutoring for executives, elected officials and specialized ministry classes.

The trend towards in-house courses focussing on the needs of individual ministries is growing while language training of a general nature continues at the same level.

Of the 840 students who have participated in language training during 1982/83, 165 are from Cornwall, Goderich, Kingston, North Bay, Ottawa, Pembroke, Sault Ste. Marie, Sudbury, Thunder Bay, Timmins and Windsor.

For the 11th year, the Ontario/Quebec Summer Job Exchange Program provided an opportunity to 107 university students from each province to become acquainted with the culture of the host province, to improve the student's second language skill, and to benefit from a worthwhile experience. The students are placed in the ministries and agencies of the Ontario or Quebec government.

A professional development secondment was undertaken by an Ontario civil servant. This individual has benefitted from exposure to Quebec's policies and strategies in the public bargaining sector as well as improving her fluency in French.

ADMINISTRATIVE SERVICES BRANCH

This branch is responsible for a number of functions in support of the internal operations of the Commission. These include the traditional support functions such as personnel, finance, and data processing. In addition, the branch is also responsible for maintaining and distributing those volumes of the government's Manual of Administration devoted to corporate personnel policies and procedures. The branch also provides secretariat support for all meetings of the management committees of the staff of the Civil Service Commission and the Civil Service Commission.

The Administrative Services Branch also has the mandate to provide certain corporate services to the Ontario Government, specifically in relation to Communications and Publicity, Employee Charity, and Chaplaincy Services, described in the following sections.

Communications and Publicity

Communications and Publicity services involve the production and distribution of topical, a newspaper designed to inform employees about government policies, programs and people. This tabloid appears twice a month. Four times a year, special issues of topical are published that are dedicated to material of particular interest to pensioners. These services also involve the production and distribution of job mart, a tabloid solely concerned with the advertising of job opportunities in the Ontario Public Service. This tabloid appears weekly: on the weeks that topical is published it forms part of this tabloid. The coordination of the placement of most civil service job advertisements in selected external media also forms a part of these advertising responsibilities.

Employee Charity

Employee Charity services include the coordination of the government employees' charity campaigns and the trusteeship of the funds collected through these campaigns. During 1982/83, $1,197,855 was collected through 30 local campaigns for the United Way charities, and $282,900 was raised in support of the Cancer/Heart/Diabetes charities. In addition, a number of Blood Donor Clinics for government employees are held on a regular basis in the Toronto area.

Chaplaincy Services

Chaplaincy Services provides overall coordination of the activities of the chaplains employed by the Ministries of Community and Social Services, Correctional Services, and Health. In addition to pastoral care provided to the residents of the government's institutions, the chaplains also provide advice and assistance to local clergy in helping former residents to be absorbed into the spiritual life of their communities. The coordination of these pastoral activities is undertaken in cooperation with the Ontario Provincial Inter-Faith Committee on Chaplaincy. This Committee is composed of delegates from thirteen different faith groups. Representatives of the three ministries employing chaplains and the Inter-Faith Committee meet at regular intervals in joint session to define the policies under which the ministries will provide pastoral care to their clients.

PERSONNEL AUDIT BRANCH

The Personnel Audit Branch is an internal audit group reporting to the Chairman of the Civil Service Commission. It evaluates the application of corporate personnel policies, guidelines, and procedures on a service-wide basis; identifies potential for improvement in the personnel systems examined; and recommends corrective/constructive actions to ministries and/or the Civil Service Commission.

PUBLIC SERVICE APPEAL BOARDS

The four statutory tribunals comprising the Public Service Appeal Boards function independently of the Civil Service Commission, with offices at 180 Dundas Street West in Toronto. Grievance Settlement Board and Labour Relations Tribunal members are appointed by Order-in-Council upon nominations received from the respective parties. The Chairman and members of the Public Service Grievance Board are appointed by Order-in-Council. The Classification Rating Committee Chairman and members are designated by the Chairman, Civil Service Commission. A small staff is assigned to provide administrative and clerical support to the Boards and Tribunal.

Labour relations disputes arising between the Crown in Right of Ontario as the employer and its employees in bargaining units may be heard and resolved by an appropriate tripartite tribunal established under the Crown Employees Collective Bargaining Act. In the case of non-bargaining unit employees, individuals may be heard by quasi-judicial tribunals under the Public Service Act and Regulations.

The Ontario Public Service Labour Relations Tribunal administers the Crown Employees Collective Bargaining Act and is empowered by the Act to decide disputes referred to it by the parties relative to union representation rights such as: collective bargaining procedures, mediation and/or arbitration of collective agreements; good faith bargaining; alleged strikes and/or lockouts; consent to prosecute under the Act; inclusions and exclusions of employees under the Act. Individual bargaining unit employees may also enter appeals on matters such as: exemption from the payment of union dues, fair representation, and complaints of irregularities which allegedly contravene the Act.

The Grievance Settlement Board, established by Section 20(1) of the Crown Employees Collective Bargaining Act, is solely responsible for the adjudication of union and employee rights disputes such as dismissals, suspensions, discipline, working conditions, and classification. Union policy grievances may require the Board to interpret sections of collective agreements. Although the Tribunal is empowered by the Act to review its own decisions upon application by one or more of the parties, Grievance Settlement Board decisions may be reviewed only by the courts and then on narrow grounds such as: jurisdiction, errors of law, and questions relating to natural justice.

The Public Service Grievance Board, authorized by the Public Service Act, and in particular Part 5 of Regulation 881, sits in quasi-judicial proceedings to hear grievances from non-bargaining unit employees concerning working condition matters such as: dismissal, suspension, merit increase, promotion and transfer. Decisions of the Board are final, although dismissals are subject to the authority of the Lieutenant Governor in Council. Decisions are also subject to judicial review as with the Grievance Settlement Board.

Classification Rating Committees are designated by the Chairman, Civil Service Commission. Pursuant to Regulation 881 under the Public Service Act, he refers to a committee, position classification grievances from eligible employees who are excluded from the Crown Employees Collective Bargaining Act. Such Committees are quasi-judicial tribunals and sit with one personnel administrator from a non-interested ministry and two persons who are not civil servants. One of the latter two acts as Chairman.

NOTE: The Appeal Boards are to be transferred to the Ministry of Labour, effective April 1, 1983.

ACTIVITIES OF THE APPEAL BOARDS

FISCAL YEAR 1982/83

	On Hand Apr. 1/82	Received	Withdrawn	Completed	Pending (Mar. 31, 1983)
Tribunal	20	20	--	34	6
Grievance Settlement Board	447	676	414	191	518
Public Service Grievance Board	7	7	1	11	2
Rating Committee	12	11	0	20	3
	486	714	415	256	529

Data based on settled grievances and issued awards; for the Tribunal, proceedings completed include those proceedings terminated by the Tribunal.

TOTAL STAFF STRENGTH* - ONTARIO PUBLIC SERVICE

		CLASSIFIED	UNCLASSIFIED	CROWN	TOTAL
1981	March	67,637	13,208	1,314	82,159
	April	67,709	12,959	1,294	81,962
	May	67,725	20,268	1,294	89,287
	June	67,701	21,818	1,298	90,817
	July	67,491	27,331	1,294	96,116
	August	67,296	24,923	1,286	93,505
	September	67,175	17,092	1,340	85,607
	October	67,127	13,868	1,334	82,329
	November	67,174	13,632	1,335	82,141
	December	67,118	13,379	1,347	81,844
1982	January	67,030	13,428	1,351	81,809
	February	66,893	13,529	1,351	81,773
	March	66,966	13,509	1,351	81,826
	April	67,093	12,989	1,343	81,425
	May	67,179	19,461	1,342	87,982
	June	67,324	23,589	1,341	92,254
	July	67,457	28,148	1,346	96,951
	August	67,474	26,651	1,352	95,477
	September	67,642	17,308	1,327	86,277
	October	67,719	13,798	1,342	82,859
	November	67,760	13,352	1,365	82,477
	December	67,516	12,837	1,366	81,719
1983	January	67,394	12,601	1,378	81,373
	February	67,258	12,895	1,380	81,533
	March	67,201	12,644	1,551	81,396

* Includes OPP and Security Guard and Environment Plant Operator classified staff and Environment Plant Operator unclassified staff.

* Excludes Lieutenant Governor, Provincial Auditor, Ombudsman, Legislative Assembly, and BILD Job Creation Unclassified Staff.

NOTE: Employees who are receiving Long Term Income Protection are not counted in the above statistics but are reflected in the statistical tables at the back of this report.

NOTES ON STATISTICAL TABLES

1) The figures in the following tables include all civil servants recorded on the "Integrated Payroll, Personnel, Employee Benefits System". This system is the only ready source for the data on which the information the Commission requires is based. However, as with any computerized system, this data is subject to errors in coding and delays in input; the tables should therefore be read for their general statistical value, not as perfectly accurate "counts".

2) The reader should also be aware that the figures include civil servants on the Long Term Insurance Plan, but, as noted, such civil servants are not included in the Total Staff Strength, Ontario Public Service table on the previous page.

3) The Civil Service Enrolment By Geographic Location is based on the work location of the employee in the Regional Municipalities, counties and districts as defined in the Municipal Directory published by the Ontario Ministry of Intergovernmental Affairs.

4) A general review of the accuracy of the figures published in the tables was undertaken in 1980/81. Changes to previously published data resulting from this review have been noted in the following tables.

CIVIL SERVICE ENROLMENT

	Mar. 31, 1981	Mar. 31, 1982	Mar. 31, 1983
Agriculture & Food	1,566	1,517	1,500
Attorney General	3,089	3,123	3,234
Cabinet Office	32	29	30
Citizenship & Culture	882	822	575*
Colleges & Universities	578	581	562
Community & Social Services	10,454	10,281	10,440
Consumer & Commercial Relations	1,846	1,750	1,740
Correctional Services	4,864	4,867	4,938
Education	1,595	1,538	1,488
Energy	125	157	183
Environment	2,006	2,050	2,110
Government Services	2,787	2,853	2,841
Health	11,390	11,082	10,941
Industry & Trade	516	481	397*
Intergovernmental Affairs	243	50	62
Justice Policy Secretariat	13	13	15
Labour	1,394	1,414	1,453
Lieutenant Governor's Office	3	2	4
Management Board of Cabinet	245	244	254
Municipal Affairs & Housing	988	1,198	1,195
Natural Resources	4,404	4,348	4,232*
Niagara Escarpment Commission	1	2	2
Northern Affairs	161	163	161
Office of the Premier	49	48	47
Ontario Development Corporation	159	153	157
Ontario Place Corporation	58	59	57
Resources Policy Secretariat	15	11	15
Revenue	3,747	3,700	3,868
Social Policy Secretariat	33	36	44
Solicitor General	5,690	5,854	5,909
Tourism & Recreation	--	--	497*
Transportation & Communications	10,169	10,039	9,773
Treasury and Economics	386	389	388
TOTAL	69,488	68,854	69,112

NOTE 1: Provincial Auditor, Office of the Ombudsman, and Legislative Assembly are not reported as they do not employ civil servants.

NOTE 2: The OPP Uniformed Staff are included in the figures for the Solicitor General and consist of the following: 4,153 as at March 31, 1981; 4,144 as at March 31, 1982; and 4,220 as at March 31, 1983.

* Programs from the Ministries of Culture and Recreation, Industry and Tourism, and Natural Resources were merged to establish the new Ministry of Tourism and Recreation on April 1, 1982.

DISTRIBUTION OF TOTAL SERVICE

A. By Age Intervals

	Mar. 31, 1981	Mar. 31, 1982	Mar. 31, 1983
Under 25	5,080	4,420	3,843
25 - 34	21,483	20,448	19,954
35 - 44	16,655	17,749	19,134
45 - 54	14,174	14,180	14,217
55 - 64	11,944	11,917	11,844
65 and Over	152	140	120
TOTAL	69,488	68,854	69,112

B. By Staff Type

	Mar. 31, 1981	Mar. 31, 1982	Mar. 31, 1983
Regular	63,595	64,009	65,012
Probationary	5,821	4,783	4,052
Overage	72	62	48
TOTAL	69,488	68,854	69,112

DISTRIBUTION OF TOTAL SERVICE

C. By Sex

	Mar. 31, 1981	Mar. 31, 1982	Mar. 31, 1983
Males	40,884	40,291	40,212
Females	28,604	28,563	28,900
TOTAL	69,488	68,854	69,112

D. By Salary Intervals

	Mar. 31, 1981	Mar. 31, 1982	Mar. 31, 1983
Under $15,000	20,083	8,602	1,668
15,000 - 19,999	22,210	26,875	26,389
20,000 - 24,999	15,348	15,102	15,480
25,000 - 29,999	5,544	8,678	12,772
30,000 - 34,999	2,823	4,288	5,280
35,000 - 39,999	1,774	2,333	3,147
40,000 - 44,999	915	1,577	1,992
45,000 and Over	791	1,399	2,384
TOTAL	69,488	68,854	69,112

DISTRIBUTION OF TOTAL SERVICE

E. By Year of Appointment

	Mar. 31, 1981	Mar. 31, 1982	Mar. 31, 1983
1983			399*
1982		851*	4,287
1981	1,008*	4,606	4,249
1980	5,434	4,651	4,330
1979	4,522	4,004	3,786
1978	4,472	4,075	3,855
1977	3,513	3,210	3,053
1976	2,981	2,750	2,616
1975	3,304	3,101	2,963
1974 and Before	44,254	41,606	39,574
TOTAL	69,488	68,854	69,112

* Represents the first quarter of the calendar year

DISTRIBUTION OF TOTAL STAFF GROUPS

AS OF MARCH 31, 1983

A. By Age and Salary Groups

SALARY	UNDER 25	25-34	35-44	45-54	55-64	65 AND OVER	TOTAL
Under $15,000	271	248	187	250	700	12	1,668
15,000 - 19,999	2,649	8,548	5,997	4,558	4,590	47	26,389
20,000 - 24,999	789	5,366	3,961	2,926	2,418	20	15,480
25,000 - 29,999	132	3,836	4,418	2,631	1,743	12	12,772
30,000 - 34,999	2	1,139	1,865	1,483	786	5	5,280
35,000 - 39,999	--	537	1,170	894	535	11	3,147
40,000 - 44,999	--	183	781	615	410	3	1,992
45,000 and Over	--	97	755	860	662	10	2,384
Total	3,843	19,954	19,134	14,217	11,844	120	69,112
Percentage	5.56%	28.87%	27.69%	20.57%	17.14%	0.17%	100%

DISTRIBUTION OF TOTAL STAFF GROUPS

AS OF MARCH 31, 1983

B. By Sex and Salary Groups

	UNDER 15,000	15,000-19,999	20,000-24,999	25,000-29,999	30,000-34,999	35,000-39,999	40,000-44,999	45,000 AND OVER	TOTAL
Males	409	8,517	10,594	9,843	4,274	2,678	1,760	2,137	40,212
Females	1,259	17,872	4,886	2,929	1,006	469	232	247	28,900
Total Numbers	1,668	26,389	15,480	12,772	5,280	3,147	1,992	2,384	69,112
Percentage	2.42%	38.18%	22.40%	18.48%	7.64%	4.55%	2.88%	3.45%	100%

CIVIL SERVICE ENROLMENT BY GEOGRAPHIC LOCATION

	Mar. 31, 1981	Mar. 31, 1982	Mar. 31, 1983
EASTERN ONTARIO PLANNING REGION			
FRONTENAC	2,109	2,122	2,398
HASTINGS	750	748	717
LANARK	1,384	1,503	1,468
LEEDS & GRENVILLE	1,442	1,442	1,493
LENNOX & ADDINGTON	212	207	202
OTTAWA-CARLETON (R.M.)	1,244	1,202	1,216
PRESCOTT & RUSSEL	249	224	209
PRINCE EDWARD	484	485	491
RENFREW	435	442	395
STORMONT, DUNDAS & GLENGARRY	469	471	436
Subtotal	8,778	8,846	9,025
CENTRAL ONTARIO PLANNING REGION			
BRANT	496	483	470
DUFFERIN	47	51	100
DURHAM (R.M.)	1,443	1,403	2,844
HALDIMAND-NORFOLK (R.M.)	374	361	296
HALIBURTON	90	87	81
HALTON (R.M.)	975	1,045	1,041
HAMILTON-WENTWORTH (R.M.)	2,106	1,992	1,973
MUSKOKA (R.M.)	869	843	839
NIAGARA (R.M.)	693	669	525
NORTHUMBERLAND	652	679	662
PEEL (R.M.)	1,026	1,036	1,051
PETERBOROUGH	559	549	498
SIMCOE	2,975	2,959	2,871
VICTORIA	294	283	256
WATERLOO (R.M.)	514	522	509
WELLINGTON	1,256	1,225	1,339
YORK (R.M.)	641	639	654
Subtotal	15,010	14,826	16,009
METROPOLITAN TORONTO	27,509	27,310	26,474
TOTAL CENTRAL ONTARIO PLANNING REGION	42,519	42,136	42,483

CIVIL SERVICE ENROLMENT BY GEOGRAPHIC LOCATION

(continued)

	Mar. 31, 1981	Mar. 31, 1982	Mar. 31, 1983
SOUTHWESTERN ONTARIO PLANNING REGION			
BRUCE	161	159	203
ELGIN	1,141	1,131	1,107
ESSEX	665	663	589
GREY	431	438	418
HURON	410	416	396
KENT	1,343	1,275	1,304
LAMBTON	329	329	308
MIDDLESEX	3,159	3,105	3,139
OXFORD	931	899	870
PERTH	245	242	229
Subtotal	8,815	8,657	8,563
NORTHEASTERN ONTARIO PLANNING REGION			
ALGOMA	1,077	1,015	983
COCHRANE	1,141	1,026	991
MANITOULIN	94	94	82
NIPISSING	1,524	1,519	1,519
PARRY SOUND	295	286	262
SUDBURY (R.M.)	1,174	1,139	1,148
SUDBURY	238	236	225
TIMISKAMING	337	444	444
Subtotal	5,880	5,759	5,654
NORTHWESTERN ONTARIO PLANNING REGION			
KENORA	929	936	890
RAINY RIVER	227	227	212
THUNDER BAY	2,323	2,277	2,264
Subtotal	3,479	3,440	3,366
OUTSIDE CANADA	17	16	21
TOTAL ENROLMENT	69,488	68,354	69,112

APPOINTMENTS WITHIN THE CLASSIFIED STAFF

BY MONTH

MONTH	1980-81 *	1981-82	1982-83
April	851	926	798
May	965	1,208	1,295
June	1,326	953	1,020
July	1,037	949	1,287
August	1,026	1,044	693
September	819	850	1,045
October	1,128	1,128	1,385
November	986	817	1,003
December	642	555	1,130
January	1,125	1,612	780
February	866	1,172	822
March	839	869	701
TOTAL	11,610	12,083	11,959

* Excludes the Ontario Provincial Police

APPOINTMENTS TO THE CLASSIFIED STAFF

BY MONTH

MONTH	1980-81 *	1981-82	1982-83
April	319	386	336
May	579	624	474
June	562	411	467
July	452	482	560
August	539	374	291
September	533	404	499
October	600	534	529
November	556	360	239
December	298	219	182
January	530	397	139
February	372	328	145
March	456	385	192
TOTAL	5,796	4,904	4,053

* Excludes the Ontario Provincial Police

APPOINTMENTS TO AND WITHIN THE CLASSIFIED STAFF *

MONTH	WITHIN THE CLASSIFIED STAFF	TO THE CLASSIFIED STAFF	TOTAL
1982			
April	798	336	1,134
May	1,295	474	1,769
June	1,020	467	1,487
July	1,287	560	1,847
August	693	291	984
September	1,045	499	1,544
October	1,385	529	1,914
November	1,003	239	1,242
December	1,130	182	1,312
1983			
January	780	139	919
February	822	145	967
March	701	192	893
TOTAL	11,959	4,053	16,012

* Includes the Ontario Provincial Police

APPOINTMENTS TO THE CLASSIFIED STAFF

A. By Age Intervals

	AT FISCAL YEAR END		AT APPOINTMENT		
	1980-81	1981-82	1980-81	1981-82	1982-83
Under 25	1,937	1,409	2,104	1,551	1,169
25-34	2,432	2,091	2,327	2,020	1,765
35-44	984	839	953	794	743
45-54	448	433	437	429	288
55-64	135	132	115	110	88
TOTAL	5,936	4,904	5,936	4,904	4,053

NOTE: Prior to 1980-81, the age intervals were based on the age of the employee as at the end of the fiscal year (March 31). In future, the published figures will be based on the employee's age on the Appointment to Probationary Staff Date. Both figures have been published for 1980-81 and 1981-82 for correction and comparison purposes.

APPOINTMENTS TO THE CLASSIFIED STAFF

B. By Salary Intervals

	AT APPOINTMENT		
	1980-81	1981-82	1982-83
Under $15,000	3,393	1,788	553
15,000 - 19,999	1,773	2,099	1,903
20,000 - 24,999	431	540	947
25,000 - 29,999	165	272	286
30,000 - 34,999	77	107	220
35,000 - 39,999	42	41	63
40,000 - 44,999	27	28	40
45,000 and Over	28	29	41
TOTAL	5,936	4,904	4,053

APPOINTMENTS TO THE CLASSIFIED STAFF

C. By Source and Sex

	1980-81			1981-82			1982-83		
	MALES	FEMALES	TOTAL	MALES	FEMALES	TOTAL	MALES	FEMALES	TOTAL
New Employees	1,589	2,072	3,661	1,300	1,634	2,934	935	1,161	2,096
Re-hires	482	865	1,347	419	771	1,190	371	533	904
Unclassified	288	640	928	271	509	780	403	650	1,053
TOTAL	2,359	3,577	5,936	1,990	2,914	4,904	1,709	2,344	4,053

SEPARATIONS FROM THE CLASSIFIED STAFF

A. By Age Intervals

	AT FISCAL YEAR END		AT SEPARATION		
	1980-81	1981-82	1980-81	1981-82	1982-83
Under 25	823	640	946	770	339
25-34	2,267	2,024	2,208	1,994	1,111
35-44	820	847	794	777	522
45-54	456	385	454	392	323
55-64	882	822	905	831	861
65 and Over	822	847	763	801	706
TOTAL	6,070	5,565	6,070	5,565	3,862

NOTE: Prior to 1980-81, the age intervals were based on the age of the employee as at the end of the fiscal year (March 31). In future, the published figures will be based on the employee's age on the Separation Date. Both figures have been published for 1980-81 and 1981-82 for correction and comparison purposes.

SEPARATIONS FROM THE CLASSIFIED STAFF

B. By Salary Intervals

	AT SEPARATION		
	1980-81	1981-82	1982-83
Under $15,000	3,024	1,220	312
15,000 - 19,999	1,640	2,391	1,674
20,000 - 24,999	750	998	860
25,000 - 29,999	294	399	463
30,000 - 34,999	152	246	209
35,000 - 39,999	105	127	135
40,000 - 44,999	54	96	75
45,000 and Over	51	88	134
TOTAL	6,070	5,565	3,862

SEPARATIONS FROM THE CLASSIFIED STAFF

C. By Years of Classified Service

	AT FISCAL YEAR END		AT SEPARATION		
	1980-81	1981-82	1980-81	1981-82	1982-83
Less than 1 Year	359	235	894	714	429
Less than 2 Years	853	787	661	661	340
Less than 3 Years	583	574	485	448	278
Less than 4 Years	431	384	442	352	191
Less than 5 Years	433	330	323	313	164
5 Years and Over	3,411	3,255	3,265	3,077	2,460
TOTAL	6,070	5,565	6,070	5,565	3,862

NOTE: Prior to 1980-81, the number of years of service was based on the end of the fiscal year (March 31). In future, the published figures will be based on the number of years of service on the Separation Date. Both figures have been published for 1980-81 and 1981-82 for correction and comparison purposes. Service prior to the Appointment to Probationary Staff Date which was recognized at the time of a takeover (e.g. Ontario Hospital Services Commission) is not included in this table.

SEPARATIONS FROM THE CLASSIFIED STAFF

D. By Reason and Sex

	1980-81			1981-82			1982-83		
	MALES	FEMALES	TOTAL	MALES	FEMALES	TOTAL	MALES	FEMALES	TOTAL
Retired	936	488	1,424	942	456	1,398	895	454	1,349
Dismissed	57	33	90	36	19	55	32	5	37
Released	11	15	26	42	33	75	53	97	150
Resigned	1,447	2,632	4,079	1,347	2,367	3,714	656	1,397	2,053
Transferred	117	113	230	43	21	64	10	17	27
Death	160	61	221	188	71	259	182	64	246
TOTAL	2,728	3,342	6,070	2,598	2,967	5,565	1,828	2,034	3,862